

EXHIBIT 13


The Web Is (Still) an Experiment :: AO

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May 10, 2005, 08:33 v 1.1

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The Web Is (Still) an Experiment

Customized/optimized searching, social networks, and the truth in advertising.

NewTeam | AO [AlwaysOn] | POSTED: 03.07.04 @19:46

Sergey Brin, president of technology and cofounder of Google, recently attended the World Economic Forum in Davos. The following are excerpts

RECENT COMMENT

I Guess We Just Need a Demo "upron" is FDA approved for the use of..."

TOP POSTS

FEATURED POSTS

- Inflation Is Dead! Long Live Inflation!
- Is Your Company an AO100 Top Company Contender?
- Raiding the Bazaar
- Business Intelligence Opens Up A Video Jugernaut

http://www.alwayson-network.com/comments.php?id=P3150_0_1_0_C

5/10/2005

AE1 020074

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Jennifer Lahi - 05.10.05

from his meet-the-press event. (Part one of two.)

-- ADVERTISEMENT --



RECENT COMMENT

Consumer Eugenics
"[I]f Can the good be a universal thing that..."

robstf28 - 05.08.05

INTERACTIVE NEWS



34% of broadband users go to Web sites mentioned on TV
IT Facts

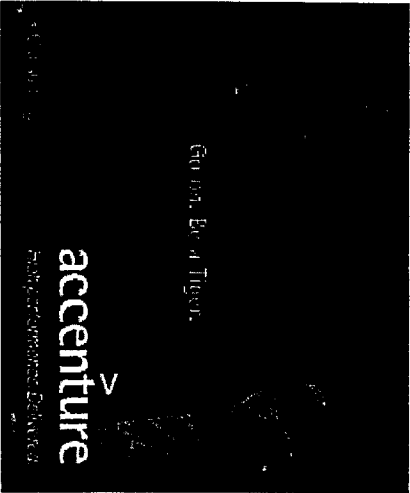
05.09.05 @09:47
[0 opinions] (42 views)

Web users spend 40.3% of online time on communications in March 2005
IT Facts

05.09.05 @09:47
[0 opinions] (42 views)

Expecting parents visit toys and cosmetics stores most frequently
IT Facts

05.09.05 @09:46
[0 opinions] (37 views)



Q: Yahoo seems to be claiming it's going to be better than Google once it's got the technology down, because it has a community of users, and it will build a set of services around using embedded search technology. It will be a richer user experience, because people will be able to search for Yahoo content as well as searching the [entire] Web. And the problem with Google is that it's brilliant at doing one specific thing that has gotten its relationship with the customer: people come there, and they go away.

Brian: Certainly we are not a full-feature portal. We focus specifically on Web searching. We also have Google Groups, which searches different kinds of contacts, and so forth. But we have by no means a notation service. We don't have a dating service. There is a question as to how much value there is in integrating those kinds of things. I guess when [a search is performed] it would be nice if it searched my invitations too. Is it really that nice? I don't know.

I think there is very small value. I think in limited situations there is a lot of value in those kinds of features. I think you want to search groups when you search the Web. That's

MEMBER POSTS

- Support Schwarzenegger
- Fundamental Truths : The Lure o
- Fundamentalism
- Broadband Campus
- Eureka Factor: A Corporate Secre
- Weapon?
- Profiting from obscurity

INTERACTIVE NEWS

- Siebel climbs on takeover
- speculation, again
- Microsoft seeks 20 bloggers
- 18% of 2004 venture capital wen
- into biotech
- PDA sales up 25% in Q1 2005,
- Research in Motion becomes
- market leader
- 3.8% of all advertising money to
- go into Internet ads in 2005

* Ranked by most views/week

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3.8% of all advertising money
to go into Internet ads in
2005

IT Facts

05.08.05 @21:19
[0 opinions] (56 views)

Microsoft seeks 20 bloggers

MarketWatch

05.05.05 @08:37
[0 opinions] (178 views)

PDA sales up 25% in Q1
2005, Research in Motion
becomes market leader

IT Facts

05.05.05 @08:30
[0 opinions] (116 views)

18% of 2004 venture capital
went into biotech

IT Facts

05.04.05 @08:09
[0 opinions] (141 views)

Siabel climbs on takeover
speculation, again

MarketWatch

05.03.05 @14:24
[0 opinions] (200 views)

U.S. job cuts plunge in April

MarketWatch

05.03.05 @07:58
[0 opinions] (177 views)

Newspaper circulation
declines 1.9%

IT Facts

05.02.05 @18:19
[0 opinions] (154 views)

something that we're going to be a better job in integrating in the future. I'm sure Yahoo
will too.

I think on the important things we are going to be able to have [the integration]. It
remains to be seen. The Web is an experiment.

Q: One of the critiques that the *Fortune* cover story had was that there is a lack of "lock-
in"—that fashionable term—with your customers, that while you get 200 million people a
day or whatever, there is no—because you're not a subscription service or something—
long lock-in to that customer. The lock-in that potentially nabs that customer.

Brin: That's true. I don't like to think of us locking in our users. They are there because
they want to be there. If you have a dump truck full of water and [one full of] molasses,
turn it over, and both are going to be out.

Q: Your new social network experiment is a way to lock in at least some people, right?

Brin: Yes. We have this one engineer who had built a similar system, and we asked
whether we could put together a prototype. Then we spent a few months cleaning it up.
There is not a deep strategy. Perhaps that's our immaturity, but we like to have people
who have their own visions and are really motivated working for us.

My personal feeling is that people focus a little too much on these integration questions.
I think if you have a subject you really care about, like if you have diabetes and you
want to figure out the latest research on something like that, you're going to use the best
research tool in terms of the messaging service you use.

Q: You were one of the first companies to put forth some ethical principles with respect
to advertising and to make the distinction between content and advertising. How
important do you consider those early decisions?

Brin: I think it's very important... actually taking this chance. I think the press hasn't
done a good enough job of criticizing [those who don't] because—I don't know exactly—
of this system of paid inclusion that the other sites use. They have these search results
that are ranked as though they were not just the same as the others but were included
because [the advertisers] paid, and the distinction's not marked.

Ads by Google

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www.sagecrossroads.net

Nanotechnology

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What is Nanotechnology?
americanmems.com

Nanotechnology labs

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Facilities Design
www.rtd.com

The AO Beat

http://www.alwayson-network.com/comments.php?id=P3150_0_1_0_C

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DESKTOP FEED

AO MEMBERS' POSTS

» MEMBERS' HOME

✂ OF XDS, IHE, NIST and eDXML Registry

NIST are working with IHE on developing a cross-enterprise secure document exchange system XDS

posted by: Ed_Dodds

05.10.05 @07:55

[0 options] (3 views) unrated.

✂ What's the GreatBand thing about Sites like Rize?

Russel Beattie brought out a good point that...

posted by: hephail

05.10.05 @07:23

[0 options] (8 views) unrated.

✂ Digital books

pdf book pros and cons anyone

posted by: pramit

05.10.05 @05:35

[0 options] (9 views) unrated.

✂ Have Digital blogs really arrived?

pdf book pros and cons anyone

It's very important. There are a lot of different kinds of things you can do, and in fact, you can even have ads dispersed where your search users need to mark those so it's very clear. I don't think there is a principle against having things positioned. The difference is when something is paid for it should be very clearly marked.

Q: The discussion that Google made companies' Web sites "exist" or not exist by listing them or not listing them—do you have an opinion on that?

Brin: We do. We really think about what's the right thing for us to do. One kind of complaint that you were alluding to is the situation where somebody has the top results say for donuts or croissants.

Then the next month, we change algorithm a little bit, and they drop out. Things sort of fluctuate, but we don't like [Web programmers] to manipulate our rankings. Probably a lot of you have had that experience where you do a search on Google, and some of your commercial interests have really shown up on top for one search that's not relevant.

In other cases, there might be 20 different croissant sites that are all hopefully in the results, and it so happens that the one that used to be number 1 is now number 11, and they, of course, get very unhappy. I point out first of all that at the same time, there are 10 other sites that all got listed and bumped up, and as a result, are getting more traffic and are happier. They are not the ones screaming for change. Furthermore, the biggest issue is that we decided it's more important for us to generate the best possible results for our users rather than preserve the stability of the businesses that evolve the search results. I hope you agree with that.

Q: You get what you pay for, right?

Brin: Yes. That's a good point. There are other avenues available for these companies. They can buy advertising from our site. They can get advertising from other Web sites, and a lot of them do that. But we don't think that just because sites happen to be first in a certain search on Google, they can then start to depend on that for their revenue and complain to us when it changes.

(3334 views) [4 opinions]

AEI 020077

- The AlwaysOn Generation
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posted by: pramit
05.10.05 @05:33
[0 options] (9 views) unrated.

21century

posted by: Itikhar M.Mohsini
05.10.05 @00:42
[0 options] (11 views) unrated.

21century

One Word for Century ASIA
posted by: Itikhar M.Mohsini
05.10.05 @00:26
[0 options] (14 views) unrated.

Getting Away From McMarketing

It's time for PowerPoint and
bulletplate press releases to go
the way of the dodo
posted by: Christopher Carfi
05.09.05 @08:58
[4 options] (76 views) 5 rating

MRI proves differences between Republican and Democrat brain

Should I put it in Humor or Fact
and do Jch Me too need it to
understand our differences
posted by: Ajay Hooda
05.09.05 @08:06
[2 options] (50 views) unrated.

Eureka Factor: A Corporate Secret Weapon?

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Member Comments

Ethics is a confused word in our time but I am glad to see Brin using it in the manner I
prescribe to, allowing his people to utilize their minds to come up with creative business
opportunities for Google, while being smart about the content wrangle by making the
distinction clear that human tampering of search results are clearly delineated and PAID for -
demonstrating both business savvy while retaining the pursuit for technological and strategic
excellence. I am sure for purists, the profit motive is always suspect but purists in reality
usually live less than perfect lives, and usually because they themselves are in denial of the
profit motive that naturally exists in their own heart of hearts (what amounts to greed in
terms of profit translates to anger in terms of ideals, both anger and greed are drunk from

AD Poll



http://www.alwayson-network.com/comments.php?id=P3150_0_1_0_C

5/10/2005

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posted by: tjch
05.08.05 @12:09

[7 options] (127 views) 5 rating

✈ Nick Denton on Bloggers

Couldn't resist

posted by: David Scott Lewis
05.08.05 @08:06

[1 options] (71 views) unrated.

3 POST AN EDITORIAL

the same cup of human flaws).

M.

zorrone@consultant.com

"Mark Twain wasn't Mark Twain, Mark Zorro isn't Mark Zorro"
<http://www.markzorro.blogspot.com>

Mark Zorro | POSTED: 03.09.04 @08:56 | 1 rated this blog: [4]

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Ads by Google

Nicholas Carr's "The End of Corporate Computing" is:

☐ smart; utility computing will be pervasive

☐ probably going to take decades

☐ hopefully his last book

☐ the end of Nicholas Carr

VIEW RESULTS

NEW AO INSIDERS

Howard Finberg 05.03.05

WHO'S ON NOW?

273 GUESTS
46 MEMBERS...

GL Ness

Marc Canter

Ed_Dodds

Grudge Match

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Real ID US Constitution

VIEW RESULTS

AEI 020080

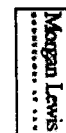
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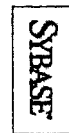


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